

OFFICE FOR WOMEN

Office for Women

Agency Position Summary

8 Regular Positions / 7.5 Regular Staff Years

Position Detail Information

1 Executive Director, Commission for Women
1 Management Analyst IV
4 Management Analysts II, 1 PT
1 Administrative Assistant IV
1 Administrative Assistant II
8 Positions
7.5 Staff Years

PT Denotes Part-Time Positions

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Agency Mission

To remove barriers to women and girls so that they are better able to benefit from and contribute to the community.

Agency Summary					
Category	FY 2001 Actual	FY 2002 Adopted Budget Plan	FY 2002 Revised Budget Plan	FY 2003 Advertised Budget Plan	FY 2003 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	8/ 7.5	8/ 7.5	8/ 7.5	8/ 7.5	8/ 7.5
Expenditures:					
Personnel Services	\$379,879	\$454,292	\$454,292	\$479,683	\$461,535
Operating Expenses	16,997	26,763	25,960	26,763	19,589
Capital Equipment	0	0	0	0	0
Total Expenditures	\$396,876	\$481,055	\$480,252	\$506,446	\$481,124
Income:					
Reentry Fees	\$100	\$320	\$320	\$100	\$100
Total Income	\$100	\$320	\$320	\$100	\$100
Net Cost to the County	\$396,776	\$480,735	\$479,932	\$506,346	\$481,024

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the FY 2003 Advertised Budget Plan, as approved by the Board of Supervisors on April 29, 2002:

- ◆ A net decrease of \$25,322 as part of the \$28.8 million Reductions to County Agencies and Funds approved by the Board of Supervisors to allow for a two-cent real estate tax rate reduction and to provide additional funding for the Fairfax County Public School system. These reductions include a decrease of \$18,148 in Personnel Services and a decrease of \$7,174 in Operating Expenses.

The following funding adjustments reflect all approved changes to the FY 2002 Revised Budget Plan from January 1, 2002 through April 22, 2002. Included are all adjustments made as part of the FY 2002 Third Quarter Review:

- ◆ A net decrease of \$2,080 as part of the \$24.2 million Reductions to County Agencies and Funds approved by the Board of Supervisors to address the FY 2002 revenue shortfall and increased public safety requirements. These reductions include a decrease of \$2,080 in general operating expenses.

County Executive Proposed FY 2003 Advertised Budget Plan

Purpose

The Office for Women (OFW) addresses the needs of women within County government and of women and girls within the broader community. OFW is connected to the County Executive's Office through a liaison relationship with a Deputy County Executive. The Director of OFW is also the Executive Director of the Commission for Women, an advisory body to the Board of Supervisors.

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OFW integrates public policy, advocacy, leadership, and information to address policy reform related to women and girls. Equal participation in social and economic arenas is a legitimate public policy concern, and local government stands as the best vehicle to effect change for women in their communities. OFW's policy work occurs primarily through its link with the Commission for Women, which brings forward reports and recommendations to the Board of Supervisors and other policy bodies. OFW helps implement approved policies and recommendations through collaborative partnerships with County agencies and the community.

Initiatives focus on improving the condition of many disadvantaged populations of women. OFW's partnerships provide assistance to economically disadvantaged women business owners; offer career development programs for female ex-offenders and older women; encourage girls to consider careers in science and technology; expand opportunities to women and girls in nontraditional, higher-paying careers; improve access to legal services; and expand the focus of agencies on diversity in the County. OFW also serves as a central clearinghouse of information and services for women and girls.

Key Accomplishments

- ◆ Helped establish the first Women's Business Center in Virginia through a partnership with the U.S. Small Business Administration, the Community Business Partnership, and the Enterprise Center of George Mason University.
- ◆ Provided strategic support and program design to the Women's Business Center of Northern Virginia, which served 303 women in FY 2001. Of the individuals who received training and counseling services, 60 percent were minority women.
- ◆ Initiated and provided program expertise for the first Women in Public Safety Job Fair, co-sponsored with the Police Department, the Fire and Rescue Department, the Office of the Sheriff, and the Department of Human Resources.
- ◆ Led partners in developing programs that encourage girls' participation in technology education. Produced award-winning "Summer Tech Resource Guide for Girls" on summer technology programs. Developed training video for County employees working with youth engaged in technology.
- ◆ Expanded second Law Day that offers free legal consultations and information to include additional community groups. Through OFW's legal roundtable, increased the number of pro bono attorneys assisting low-income women.
- ◆ Developed the first "Women and Diversity" Forum in the County and a Multicultural Directory of organizations that offer services of interest to women and their families.
- ◆ In conjunction with the County's Communications Productions Division, produced videos on appointments to Boards, women entrepreneurs, and "Pioneer Women," which won the first place award from the Alliance for Community Media and was a finalist in competition for the Telly Awards. These programs play continuously on Channel 16 and have the potential of reaching 260,000 residents annually.
- ◆ Through efforts of the Commission for Women, helped to improve field conditions for girls' fast-pitch softball.
- ◆ Contributed approximately 1,500 hours for organizational development: training, coaching, and facilitation for County agencies and career development for women in the County workforce.

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FY 2003 Initiatives

In FY 2003, the Office for Women will provide leadership to encourage women's equal participation in the community, both socially and economically. It serves as the voice for all women in the County, especially for disadvantaged women. OFW's leadership lies in building partnerships and increasing those partners' capacity to effect change. Through consensus and inclusive collaboration, OFW has forged new ways for people to talk and work together, extending well beyond the collaboration itself.

In addition, OFW seeks to enable others who want to take ownership of an initiative. As indicated in partnership surveys, OFW's approach to partnerships creates a deeper understanding of the County's public mission and how partners can participate in that mission. Partnerships also add value to OFW's efforts through the donation of staff hours by private sector businesses and organizations and through the donation of funds and other resources. As an example, OFW's partnership to hold the FY 2001 Law Day for the community garnered over \$7,000 in donated time and resources.

In FY 2003, OFW will:

- ◆ Develop a process map and a coaching process to help other groups develop effective partnerships with County agencies or other government, civic, service, or business organizations.
- ◆ Work with County agencies, schools, and community groups to continue building a network of after-school technology clubs for girls in schools, libraries, and community centers.
- ◆ Help provide technical business training and counseling to over 400 women, including offering a business-training curriculum for 250 daycare providers. Translate daycare provider curriculum into Spanish and help provide multi-lingual training and counseling.
- ◆ In partnership with the Department of Purchasing and Supply Management, provide workshops on e-procurement to prospective contractors at County, State, and Federal levels.
- ◆ Focus cultural outreach on education about, and prevention of, domestic violence.
- ◆ Develop an interviewing skills program tailored to older women to enhance employability. Develop a mentoring program for older women to support their needs related to education, leadership, and career planning.
- ◆ Partner with the Workforce Investment Board to establish a program to bring women and girls into higher-paying nontraditional careers.
- ◆ Ensure women's long-term success in nontraditional jobs by establishing partnerships with County agencies, the private sector, and nonprofit organizations to provide training, funding, and work support systems such as child care and transportation.

Performance Measurement Results

Performance Measurement Results relate to policy; information and programs; and partnerships. In each case, the measurement represents efforts to remove barriers for women and girls.

In FY 2002, OFW met nearly all of its objectives, except in the area of policy approval by the Board of Supervisors. One recommendation (to have County staff provide gender data in all demographic data produced by the County) was not acted upon by the Board of Supervisors. It is expected, however, that the Commission for Women will address this issue at a future date. In addition, OFW has represented its effectiveness in influencing changes in partners' actions and practices. For example, OFW has played a significant role in devising strategies to help the County's public safety departments in recruiting and retaining more women. It has provided new models for teaching technology to girls and for training older women and recovering female substance abusers on careers and jobs. It has also integrated nontraditional careers into the scope of the Workforce Investment Board.

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The most important shift in performance measurement for OFW is reassessing which outcomes need to be measured. After several years of using the same measurements, OFW has refined its measurements to focus on the value added to the community and the County through collaborations. Partnerships cover programs, leveraging resources for initiatives, educating partners about barriers to women, and involving other agencies and the community in finding local government solutions. OFW determined that partnerships are an effective way to provide information to women and girls so that they may improve their economic condition through entrepreneurial training and entry into higher-paying, nontraditional careers. All of these initiatives are supported and enhanced by the use of technology. To that end, OFW has changed some measurements to capture the impact of partnerships, focusing on how OFW can help women become economically self-sufficient and how it can use technology to inform the community.

A challenge in performance measurements is to determine over time how OFW has removed systemic barriers through policy changes. The most effective measurement for policy and evaluation of long-term change for which data is available is quantifying the policies/actions adopted by the Board of Supervisors, senior management, and other policy and program groups. Although this measurement reflects factors not always within its immediate control, OFW will continue to review and analyze this data on an annual basis.

Funding Adjustments

The following funding adjustments from the FY2002 Revised Budget Plan are necessary to support the FY 2003 program:

- ◆ An increase of \$25,391 in Personnel Services associated with salary adjustments necessary to support the County's compensation program.
- ◆ A decrease of \$1,277 in Operating Expenses not required in FY 2003 as a result of the one-time carryover of expenditures for furniture and other fixtures.

The following funding adjustments reflect all approved changes to the FY 2002 Revised Budget Plan since passage of the FY 2002 Adopted Budget Plan. Included are all adjustments made as part of the FY 2001 Carryover Review and all other approved changes through December 31, 2001:

- ◆ An increase of \$1,277 was included to reflect the carryover of unexpended funds for furniture and other fixtures.

Objectives

- ◆ To increase the number of partnerships between the OFW and other entities by 8.6 percent in order to expand the reach of OFW initiatives and add value through donated resources.
- ◆ To effect change through policy recommendations to the Board of Supervisors and through collaboration with partners by increasing the number of initiatives adopted by the Board of Supervisors and/or partners by 33.3 percent.
- ◆ To increase use of the OFW website by 20 percent in order to provide information to residents through as many channels as possible.
- ◆ To expand women's awareness of economic opportunities by increasing the number of women trained at the Women's Business Center of Northern Virginia by 14.3 percent.
- ◆ To increase information and referrals to the women and girls of Fairfax County by 8.1 percent so they may access the resources that aid in making informed choices.

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Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate/Actual	FY 2002	FY 2003
Output:					
Partnership program participants/ attendees	2,716	3,007	3,000 / 4,555	4,700	5,000
Active partnerships	34	45	45 / 66	70	76
Recommendations or actions adopted by the BOS and/or partners ¹	4	6	4 / 11	15	20
"Hits" at OFW website	NA	NA	NA / 42,027	50,432	60,518
OFW partnerships that increase the economic status of women/girls	NA	NA	NA / 16	20	25
Number of women receiving training from the Women's Business Center of Northern Virginia	NA	NA	NA / 303	350	400
Individuals receiving information, assistance and referral from OFW ²	9,367	10,321	10,000 / 79,483	87,300	94,350
Efficiency:					
Average contacts per staff person ³	1,441	1,588	1,538 / 10,598	11,640	12,580
Average staff hours per partnership ⁴	163	420	400 / 236	223	205
Cost per contact	\$32.43	\$31.97	\$40.68 / \$4.99	\$5.50	\$5.10
Annual staff cost per 1,000 website hits	NA	NA	NA / \$200.47	\$198.36	\$173.56
Service Quality:					
Percent of partners rating their satisfaction with OFW at least "4" on a scale of 1 to 5 with "5" being the highest rating	100%	96%	90% / 96%	95%	95%
Percent of respondents who believed that their partnership with the OFW benefited their organization	NA	NA	NA / 100%	100%	100%
Repeat visitors to OFW website	NA	NA	NA / 1,422	1,706	2,047
Percent of program participants rating their satisfaction with usefulness of OFW's programs at least "4" on a scale of 1 to 5, with "5" being "highly satisfied"	100%	96%	90% / 100%	95%	95%
Percent of respondents rating written materials as helpful and timely	NA	95%	95% / 100%	100%	100%

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Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate/Actual	FY 2002	FY 2003
Outcome:					
Percent increase in active partnerships	25.9%	32.4%	0.0% / 46.7%	6.1%	8.6%
Percent change in total recommendations or actions adopted by the Board of Supervisors and/or partners	(69.2%)	50.0%	(33.3%) / 83.3%	36.4%	33.3%
Percent change in usage of OFW website ⁵	NA	NA	NA / NA	20.0%	20.0%
Percent change in number of women receiving training from the Women's Business Center of Northern Virginia	NA	NA	NA / NA	15.5%	14.3%
Percent change in number of residents receiving information/referrals from OFW ⁶	37.0%	10.2%	(3.1%) / 670.1%	9.8%	8.1%

¹ In the past, OFW has only tracked those policy recommendations made to the Board of Supervisors in conjunction with the Commission for Women. As of the FY 2001 actuals, changes effected through partnerships that support OFW's mission have also been included.

² As of FY 2001 actuals, this measurement includes visits to the website, information mailed, program participants, and direct contact with staff over the telephone or through walk-ins to the Resource Library.

³ As of FY 2001, this measurement includes contact with residents through OFW's website.

⁴ As of FY 2001 actuals, staff hours per partnership includes all hours worked by program staff.

⁵ In FY 2001, OFW began collecting information on website usage.

⁶ Beginning in FY 2001, use of technology increased OFW's contact with the public significantly.